

SERVANT LEADERSHIP, WORK ABILITY, AND WORK DISCIPLINE IN SHAPING EMPLOYEE PERFORMANCE: EVIDENCE FROM PT BALI CHOCOLATE SANUR, DENPASAR, BALI

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ABSTRACT

A company cannot grow without high employee performance. Performance refers to actual performance, work achievements, or tangible accomplishments made by employees, which comes from the term job performance. One way to measure employee competence is by looking at their work performance. The success of an organization is directly proportional to the quality of its human resources. Conversely, poor human resource performance can lead to poor organizational performance. Sales realization data shows that most months in 2024 at PT Bali Chocolate Sanur Denpasar did not meet expectations, indicating a decline in employee performance. Therefore, a reference, such as a benchmark or determinant, is needed to assess employee performance. At PT Bali Chocolate Sanur Denpasar, we hope to find out how servant leadership, work aptitude, and work discipline affect productivity. A quantitative approach was used for this topic. Using a census sampling technique, the total number of employees at PT. Bali Chocolate Sanur, which is 55 people, became the population. Questionnaires, interviews, and observations were the tools used to collect data. The data was analyzed using multiple linear regression. Based on the results of the study, among other things: Servant leadership, work aptitude, and work discipline will have a positive and substantial impact on company profits. Leadership quality, work ability, and work discipline are three areas that can always be improved by the management of PT. Bali Chocolate Sanur Denpasar to improve employee performance.

Keywords: servant leadership, work ability, work discipline, employee performance

1. INTRODUCTION

Companies in today's fast-paced and ever-changing business environment must be more selective in recruiting the best talent. Because companies cannot function properly without competent human resources, human resources are the most important component in any successful commercial operation. A company's human resources are valuable assets that can determine the success or failure of the company in achieving its goals. A company's human resources are its most valuable assets. High-quality and competitive human resources can be developed through frequent and appropriate empowerment of human resources. To realize the company's vision and achieve its goals, companies are highly dependent on their employees, who possess intelligence, energy, talent, drive, knowledge, emotion, and creativity (Mahardika, 2022).

For a business to run well, human resources are very important. Employees play an important role in the success of achieving company goals, which is one of the factors in whether or not these goals are achieved. Mangkunegara (2018) emphasizes that "employee performance is the end result of their efforts, which is measured by the quality and quantity of the results produced while carrying out the tasks assigned to them. Because employee performance is the main driver of company performance, it is very important for company leaders to pay attention to employee performance. Thus, company performance, which stems from individual performance, will have a major impact on the progress of a company. The success of a business will greatly depend on the efforts of its employees. Thus, company performance, which stems from individual performance, will have a major impact on the progress of a company. A company cannot grow without high employee performance. Actual performance, work achievements, or tangible accomplishments achieved by an employee are what is meant by performance, which comes

from the word job performance. The performance of an individual or group in the workplace is defined as the end result of their efforts within the limits of their assigned duties and responsibilities, in a manner that is lawful, ethical, and conducive to the achievement of the organization's legally established goals (Esthi, 2021). An employee's performance is defined as the final result, both qualitatively and quantitatively, of their efforts to carry out their duties in accordance with the assignments given to them (Pratiwi, et al. 2019). An employee's competence in performing their job can be assessed through performance evaluation. The success of an organization is directly proportional to the quality of its human resources. The reverse is also true: poor human resource performance can lead to poor organizational performance. As a result, there needs to be a benchmark or standard for evaluating employee performance (Syahrudin, 2022).

This research was conducted at PT. Bali Chocolate Sanur, located at Jl. Bypass Ngurah Rai No.25, Sanur, South Denpasar, Denpasar City, Bali. PT. Bali Chocolate Sanur Denpasar is a company that showcases our delicious handmade chocolate range with free tasting facilities. This business offers a variety of chocolate-related products, including processed chocolate, chocolate frappe, hot chocolate, and fresh coffee (with vegan alternatives). While it is true that the best employees are essential for PT. Bali Chocolate Sanur to achieve its goals, the company is currently facing a performance crisis, as evidenced by monthly sales figures that have not met projections.

Leadership in an organization is very important because, although it is not an easy job, it is the leader's responsibility to guide the group towards its goals. The reason is that you need to understand all the unique behaviors of your subordinates. Among the many leadership styles, servant leadership is the most prominent. According to Eva et al. (2019), servant leadership is a different type of leadership that focuses on the needs and interests of followers rather than the leader themselves. This type of leadership stems from a sincere concern for people, whether they are part of the organization or the wider community. Public institutions, such as village offices, benefit greatly from servant leadership because, in line with their goals and vision, public organizations as public servants, especially leaders and stakeholders, have the power to create three visions, revitalize attitudes, norms, and behaviors, and so on (Mulyadi, 2017). There have been many studies on servant leadership in various fields (Dumatubun, 2018). Trust, respect, and empowerment of subordinates are key principles, with the important ideals of "caring" and "serving" others at their core. An important part of being a good leader is knowing your team members and understanding what motivates them. Previous research has shown that work ability significantly and positively affects employee performance; however, research in this area is still lacking. This research includes Sinambela & Lestari (2021), Wibowo (2018), Widyawati et al. (2024), and Nurhaedah, et al. (2018). Work ability can improve employee performance if they have good and high-quality work ability. According to Widyawati et al. (2023), contrary to the findings of Perdana & Mustafa (2023), work ability has a significant and negative impact on employee performance. This means that employee performance will not be improved by their work ability.

2. LITERATURE AND HYPOTHESIS

Employee Performance

Rofiliana and Rofiuddin (2021) state that performance is the end result of an employee's efforts within a certain period of time, measured based on predetermined and mutually agreed standards, targets, objectives, or criteria. An employee's performance is defined as the employee's ability to complete assigned tasks within a specified time frame while maintaining high quality standards and complying with the company's established goals and objectives. Therefore, it can be concluded that the quality of service provided can be influenced by employee performance.

Servant Leadership

Retmono (2017) defines servant leadership as a management approach that prioritizes the growth of subordinates over the goals of the leader themselves. Delegation of authority, fostering a sense of togetherness, applying the principles of servant leadership, and ultimately leading for the benefit of subordinates, the business as a whole, and customers/partners are ways in which servant leadership fosters community. According to Eva et al. (2019), servant leadership is a different type of leadership that focuses on the needs and interests of followers rather than the leader themselves. This type of leadership stems from a sincere concern for others, whether they are part of the organization or the wider community.

When public organizations, especially their leaders and stakeholders, practice servant leadership, they will be better able to realize their vision and fulfill their mission, which includes creating a new vision, renewing attitudes, norms, and values, and expressing new opinions (Mulyadi, 2017). Servant leadership has been the subject of substantial research in a number of disciplines (Hoveida in Dumatubun, 2018). Based on the principles of "caring" and "serving" others, this leadership emphasizes the importance of trust, respect, and empowerment of subordinates in business. It is the leader's responsibility to learn about the background, interests, experiences, and goals of their team members.

Work Ability

According to Iswara (2021), "work ability is an individual's ability to perform work in accordance with their knowledge, educational background, and experience in their field of work. An individual's ability is formed from excellent knowledge and skills, and employees have excellent ability in carrying out their duties." This means that highly competent workers will always produce good results.

Work discipline

In order for employees to be more productive and not waste time on irrelevant tasks, the office or agency where the work is carried out is responsible for enforcing work discipline (Faiz, 2023). Work discipline refers to the practice of enforcing consistent behavior among workers, which makes employees more likely to follow rules and perform tasks in accordance with existing regulations, because they take their responsibilities seriously. Good discipline reflects a strong sense of responsibility for the tasks assigned, as well as creating order in the workplace through rules that are obeyed by employees, which in turn clarifies acceptable and unacceptable behavior in the work environment (Farida & Hartono, 2016; Afandi, 2016).

Research Hypothesis

The Effect of Servant Leadership on Employee Performance at PT. Bali Chocolate Sanur Denpasar

The leadership approach known as "servant leadership" prioritizes the growth of subordinates over the personal interests of leaders. Thus, servant leadership fosters community growth by distributing authority, fostering friendship, using effective leadership techniques, and directing efforts for the benefit of subordinates, the group as a whole, and the company's clients or business partners (Retmono, 2017).

H1: Servant leadership has a positive and significant effect on the performance of employees at PT. Bali Chocolate Sanur Denpasar

Work Ability on Employee Performance at PT. Bali Chocolate Sanur Denpasar

Iswara (2021) states that a person's work ability is their capacity to perform tasks based on their expertise, training, and education in a profession. The extraordinary ability of workers to do their jobs is a direct result of their wealth of experience and education. Simply put, a worker with exceptional skills in their job will consistently deliver the best results.

H2: Work ability has a positive and significant effect on the performance of employees at PT. Bali Chocolate Sanur Denpasar

The Effect of Work Discipline on the Performance of Employees at PT. Bali Chocolate Sanur Denpasar

Offices and agencies have a responsibility to enforce work discipline among their personnel, ensuring that they do not waste time on unnecessary tasks and that their work is of higher quality than before (Faiz, 2023). Work discipline refers to the idea of enforcing orderly behavior among employees through management. Discipline in the workplace increases the likelihood that employees will act appropriately and complete all tasks as specified. Disciplined individuals will give 110% to everything they do and never give up until the job is done. As a result, work performance will improve with a highly disciplined staff.

H3: Work discipline has a positive and significant effect on employee performance at PT. Bali Chocolate Sanur Denpasar

3. RESEARCH METHODOLOGY

This research was conducted in Denpasar City, Bali, at PT. Bali Chocolate Sanur No.25 on Jl. Bypass Ngurah Rai, Sanur. The main objective of this research was to provide an overview of the relationship between servant leadership, employee competence and dedication, and organizational success. A total of 55 employees at PT. Bali Chocolate Sanur were the target group for this research. The sampling technique used was census sampling. This approach was used because the sample size was small (less than 100 participants). Thus, all 55 employees were the sample for this study, representing the entire population. This study used statistical analysis methods to answer the research questions and test the hypotheses.

4. RESULTS AND DISCUSSION

Instrument Test Results

According to Sugiyono (2019:124), a valid research instrument is defined as an instrument that has an alpha of 0.5 and a Pearson product-moment correlation coefficient (R) greater than 0.3.

Table 2. Validity Test Results

Variable	Statement	Pearson Correlation	Description
Servant Leadership	X1.1	0.884	Valid
	X1.2	0.758	Valid
	X1.3	0.855	Valid
	X1.4	0.867	Valid
	X1.5	0.815	Valid
Work Ability	X2.1	0.867	Valid
	X2.2	0.856	Valid
	X2.3	0.842	Valid
	X2.4	0.844	Valid
	X2.5	0.798	Valid
Work Discipline	X3.1	0.844	Valid
	X3.2	0.892	Valid
	X3.3	0.897	Valid
	X3.4	0.899	Valid
Employee Performance	Y.1.1	0.829	Valid
	Y.1.2	0.839	Valid
	Y.1.3	0.760	Valid
	Y.1.4	0.863	Valid
	Y.1.5	0.844	Valid
	Y.1.6	0.861	Valid
	Y.1.7	0.858	Valid
	Y.1.8	0.911	Valid
	Y.1.9	0.852	Valid

Source: Processed Data, (2024)

The validity of all research instruments is proven by the fact that, according to the calculations in Table 2, the corrected item values are greater than 0.300. Reliability testing needs to be conducted simultaneously with validity testing. The researcher conducted this dependability test in order to continue the research and find solutions to the main difficulties identified. (Sugiyono, 2019: 129) Reliability is defined as a value greater than 0.60.

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	Description
Servant Leadership	0.886	Reliable
Work Ability	0.896	Reliable
Work Discipline	0.905	Reliable
Employee Performance	0.950	Reliable

Source: Processed Data, (2024)

Research instrument Cronbach's alpha value > 0.6 , according to the data. The items in the research statement were proven to be accurate.

Results of Classical Assumption Testing

The purpose of this test is to determine whether the regression model is normally distributed. This study uses a one-tailed Kolmogorov-Smirnov test to determine whether the residual data follows a normal distribution.

The purpose of multicollinearity testing, according to Ghozali (2018), is to determine whether the regression model finds correlations between independent variables. Multicollinearity patterns are indicated by tolerance values and variance inflation factors (VIF). When the VIF or tolerance value is greater than 0.10 or less than 10, the study shows no signs of multicollinearity. On the other hand, if the tolerance value is less than 0.10 or the VIF is greater than 10, multicollinearity interference is present in the study.

To determine whether the residuals from various observations have unequal variances in the regression model, the Heteroscedasticity Test (Ghozali, 2018:137) is used. The independent variables are plotted against the absolute values of the model residuals estimated in the Glejser test, which is used to perform this test.

Table 4. Results of the Heteroscedasticity Test

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
	(Constant)	4.338	1.456		
Servant Leadership	-0.047	0.078	-0.113	-0.597	0.553
Work Ability	-0.162	0.111	-0.328	-1.465	0.149
Work Discipline	0.096	0.144	0.164	0.664	0.510

a. Dependent Variable: ABSRES

Source: Processed Data, (2024)

There is a significance level higher than 0.05 for each variable in Table 4. Thus, it can be concluded that the regression model does not contain heteroscedasticity.

Multiple Linear Regression Analysis

The researcher used multiple linear regression analysis to find interactions between several components. Several basic regression tests are shown in Table 5.

Table 5. Multiple Linear Regression Results

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
	(Constant)	2.681	2.420		
Servant Leadership	0.706	0.130	0.448	5.431	0.001
Work Capacity	0.188	0.184	0.200	2.002	0.003
Work Discipline	1.001	0.239	0.452	4.183	0.001

a. Dependent Variable: Employee Performance

Source: Processed Data, (2024)

The following regression equation was found in Table 5:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

$$Y = 2.681 + 0.706X_1 + 0.188X_2 + 1.001X_3 + e$$

With the following explanation:

- It is known that the constant value of 2.681 indicates that there will be a 2.681-fold increase in employee performance when the variables of servant leadership, work ability, and work discipline are zero.
- The servant leadership variable has a positive effect on employee performance, with $\beta_1 = 0.706$. Therefore, an increase in servant leadership can increase employee performance by 0.706 points.
- The positive regression coefficient value of 0.188 for the work ability variable on employee performance is shown in the third point. This indicates that a 0.188 increase in performance is possible as a result of an increase in the work ability variable.
- The work discipline variable has a positive relationship with employee performance, as indicated by $\beta_3 = 1.001$. This shows that there will be an increase in performance of 1.001 as a result of an increase in the work discipline variable.

Determination Coefficient Test

The analysis used to determine the results of this study is the modified R² value. This is because the modified R² value can increase or decrease simply by adding one variable to the model. A large adjusted R-squared value indicates a strong coefficient of determination.

Table 6. Results of the Coefficient of Determination Test
Model Summary^b

Model	R	R Square	Adjusted R-Square	Standard Error of the Estimate
1	0.908	0.824	0.814	2.67602

a. Predictors: (Constant), Work Discipline, Servant Leadership, Work Ability

b. Dependent Variable: Employee Performance

Source: Processed Data, (2024)

Based on Table 6, the Adjusted R square value is 0.814. Based on the research results, 81.4% of employee performance variation is explained by factors related to work talent, work discipline, and servant leadership, while the remaining 18.6% is caused by other factors.

Hypothesis Test (T-test)

Table 8. T-test Results

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
	(Constant)	2.681	2.420		
Servant Leadership	0.706	0.130	0.448	5.431	0.001
Work Capacity	0.188	0.184	0.200	2.002	0.003
Work Discipline	1.001	0.239	0.452	4.183	0.001

a. Dependent Variable: Employee Performance

Source: Processed Data, (2024)

Table 8 shows the analysis findings, and each test is explained below:

- The Effect of Servant Leadership on Employee Productivity Based on the data in Table 8, which shows a significance value of $0.001 < 0.050$, it can be concluded that servant leadership has a significant and positive effect on employee performance. Thus, it can be concluded that the theory is valid.
- The Impact of Work Ability on Employee Performance The positive impact of work ability on employee performance is indicated by a significance value of 0.003, which is less than 0.050, as shown in Table 8. Thus, it can be concluded that the theory is valid.
- How Work Discipline Affects Worker Productivity Work discipline has a positive and significant impact on employee performance, as shown by the data in Table 8, which has a significance value of $0.001 < 0.050$. Thus, it can be concluded that the hypothesis is correct.

Discussion of Research Results

The Influence of Servant Leadership's on Employee Performance

The regression coefficient value of 0.706 indicates that servant leadership is positively correlated with employee performance, according to the analysis results. Thus, a performance increase of 0.706 points is possible with an increase in servant leadership characteristics. The significance value of $0.001 < 0.050$ is shown in Table 5.17, which indicates that servant leadership significantly and positively affects employee performance. This convinces us that the theory is correct. Several studies have found that servant leadership improves employee performance; for example, Bagia & Purwaningrat (2023), Saga (2022), and Agustini et al. (2022) all support this claim.

The Influence of Work Ability on Employee Performance

When examining the influence of work ability variables on employee performance, this study shows a positive regression coefficient value of 0.188. This indicates that an increase in work ability variables has the potential to result in a 0.188 increase in performance. The data in Table 5.17 shows that work ability has a significant effect on employee performance, as the significance value is $0.003 < 0.050$. Thus, it can be concluded that this idea is correct. The results of studies conducted by Nurhaedah et al. (2018), Wibowo (2018), and Sinambela and Lestari (2021) show that employee work ability can improve their performance at work.

The Influence of Work Discipline Influence on Employee Performance

The regression coefficient value of 1.001 indicates a positive relationship between work discipline characteristics and employee performance, based on the research results. An increase in the work discipline variable can increase performance by 1.0, as shown below. The significance value of $0.001 <$

0.050 in Table 5.17 shows that work discipline has a significant effect on employee performance. Thus, it can be concluded that this idea is correct. This conclusion is supported by the findings of Sugiarta (2022), Aromega et al. (2019), and Nurjaya et al. (2021), which show that increased enforcement of rules in the workplace can increase productivity.

5. CONCLUSION AND LIMITATIONS

Conclusion

Data analysis and discussion led to conclusions showing that servant leadership has a positive and substantial impact on employee performance, meaning that the effectiveness of servant leadership in a company is proportional to the results produced by its employees. Conversely, a lack of servant leadership in a company will be proportional to a decline in employee performance. Work ability has also been shown to have a significant and positive impact on workplace productivity, indicating that a company's work competence is linearly correlated with employee success and plays an important role in improving their performance. Furthermore, production has been proven to be positively and statistically correlated with work discipline, indicating that workers will produce more if given stricter guidelines to follow, while productivity tends to decline when workers do not adhere to their work schedules.

Recommendations

To help guide future studies, we recommend several important steps. First, PT Bali Chocolate Sanur Denpasar should implement leadership that listens more and values the contributions of each individual in order to increase employee motivation. This can be done through open discussions and consistent appreciation for employees who demonstrate good performance. Second, it is recommended that the company provide relevant training or workshops to improve employee competence. Such training can include the development of technical skills and soft skills appropriate to the job requirements, so that employees can continue to develop in line with existing job demands.

Furthermore, to improve employee discipline, organizations must enforce rules more strictly and fairly in response to rule violations. Regular disciplinary measures can be reinforced by increased supervision and time management. In addition, future research should include additional independent variables, such as remuneration, work environment, or motivation, to broaden the scope of the research and identify other factors that affect employee performance. As a limitation of this research, the focus is only on certain variables, so it is recommended to explore other factors that can contribute to employee performance, such as job satisfaction or employee welfare.

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